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Structured dialogue on financing

Structured Dialogue on Financing: Financing the UN-Women Strategic Plan 2018-2021

Summary

Pursuant to decisions 2014/6, 2015/5 and 2016/4 of the Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), this report is submitted as a part of the structured dialogue on financing in support of the effective and efficient implementation of the strategic plan, 2018-2021. The report explores how the organization has fared in mobilizing and allocating resources to its strategic priorities over the current strategic plan 2014-2017. Based on past performance and a risk and opportunity analysis by segment of income, the anticipated trajectory of revenue is identified, as well as the required actions of management and Member States to deliver the full 2018-2019 institutional budget.

The Executive Board may wish to: (a) *recognize* that a critical mass of regular resources is imperative to fully and effectively deliver on the implementation of the UN-Women strategic plan 2018-2021; (b) *recognize* that regular resources allow UN-Women the institutional capacity to plan ahead, be responsive and strategic; strengthen oversight, accountability and adaptive management; advance UN system coherence and coordination; and leverage other resources to provide predictable financing for gender equality and women's empowerment; (c) *urge* Member States that are able, to commit contributions to UN-Women regular resources in 2018 as early as possible and paid early in the year, including through multi-year pledges; (d) *welcome* the Secretary-General's proposal, as part of the proposed programme budget for the biennium 2018-2019, of a modest increase in appropriation for Section 17 (UN-Women) in order to enable the Entity to carry out its mandate of servicing normative intergovernmental processes and UN coordination; (e) *encourage* Member States to support the funding of pooled financing mechanisms; (f) *urge* Member States to provide timely, flexible and high-quality other resources fully aligned with the

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Entity's strategic priorities; (g) *urges* harmonization of funding modalities and increased pooled funds in order to reduce the number of donor specific agreements, which lead to higher transaction costs and lost efficiencies; and (h) *encourages* simplified and harmonized multi-donor reporting.

I. Background

1. Gender equality is central to the successful implementation of the 2030 Agenda for Sustainable Development (hereafter Agenda 2030). The effective mobilization of Member States in supporting the Entity, guided by the Executive Board, as well as proactive diversification of income, are not only essential for successful implementation of the UN-Women strategic plan but have broad implications for the implementation of the Sustainable Development Goals (SDGs). The Economic and Social Council's Financing for Development Forum of 2017 reiterated "that the economic and social losses due to the lack of progress in achieving gender equality are significant" (E/FFDF/2017/L.1). It is therefore essential that Member States ensure that their collective engagement and the UN system strengthen resources for gender equality and women's empowerment overall and for UN-Women in particular.

Structured dialogue on financing

2. As mandated by UN-Women Executive Board decisions 2014/6, 2015/5 and 2016/4 and General Assembly resolution 71/243 on the quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations system, UN-Women is committed to the dialogue that began in 2014 with Member States on the predictability, flexibility and alignment of resources available for implementation of the strategic plan 2018-2021.

3. The structured dialogue on financing (SDF) aims to achieve the critical mass of high-quality resources required for UN-Women to deliver its strategic plan. It provides an opportunity for UN-Women, in consultation with its contributing partners, to determine the most effective manner to finance the Entity. This 2017 SDF report builds on the conclusions and recommendations of the 2016 SDF report (see Section II).

4. The structured dialogue is particularly important given UN-Women's unique triple mandate, which requires adequate financing for each of its component parts. UN-Women leverages its three functions of normative support, UN system coordination and operational activities in an integrated manner for transformative results. These three functions must be supported through: (i) knowledge management, strategic planning and performance management; (ii) a strong knowledge hub, advocacy, and strategic partnerships with civil society – including youth and women's groups – as well as the, private sector; and (iii) operational and human resources management and accountability.

Resource development

5. UN-Women relies on three main sources of funding to support the full implementation of its mandate: (i) assessed contributions also known as "assessed resources"; (ii) regular resources (RR) also known as "core resources" or

unearmarked voluntary contributions; (iii) other resource (OR) also known as "non-core resources" or specified voluntary contributions.

6. Between 2012 and 2016 UN-Women enjoyed revenue growth of roughly 9.5 percent per year overall. Between 2012-2014 UN-Women experienced steady and relatively high growth, in 2015 revenue dipped, and in 2016 growth resumed, albeit below projections. The organization has leveraged this growth to deliver forward momentum to: (i) fulfil its normative support and UN system coordination functions; (ii) almost double its operational activities since 2011; (iii) improve results-based management; and (iv) receive clean audit findings every year.

7. As a result, total increases in contributions to UN-Women since 2012 have outpaced its UN sister agencies[1], albeit from a low base. In 2015, currency erosion and pressures on official development assistance (as Member States faced pressures from directing development assistance towards refugee hosting costs) affected UN-Women's resource mobilization trajectory. However, the Entity is still enjoying growth of voluntary contributions from a large donor base, with 193 donors in 2016, including Member States (see Annex A), United Nations agencies, National Committees, and other donors, with accelerated growth of contributions from non-traditional donors.

8. To expand resources further and faster, UN-Women is strengthening its approach to resource mobilization. The organization launched a process of reviewing trends and lessons learned on resource development overall, analysed the risks and opportunities of the diverse segments of current and future revenue streams, and initiated adjustments to its priorities, approaches, and systems. This report summarizes these efforts, which grounded growth projections for the 2018-2019 period and preliminary growth estimates for 2020-2021.

The UN-Women strategic plan 2018-2021

9. In the last six years the international community has adopted historic gender equality commitments and agreements that strengthen gender equality norms and standards, while prioritizing and mainstreaming gender equality and women's empowerment in normative processes and outcomes. In particular, UN-Women has been called by Member States to play a central role in the full, effective and accelerated implementation of the Beijing Platform for Action and the gender-responsive implementation of Agenda 2030. UN-Women is required to support the implementation of gender equality and women's empowerment in the Paris Agreement on climate change, the New Urban Agenda, the Global Compact on Migration, the Global Compact for Refugees, the Compact for Young People in Humanitarian Action, and the Women, Peace and Security Agenda. In support of UN system-wide coherence and coordination, after great success in the implementation of the UN System-Wide Action Plan (UN-SWAP)[2], accountability will be strengthened

[1] UNICEF, UNFPA and UNDP.

[2] Through the implementation of the UN-SWAP, UN system compliance to the CEB requirements for gender equality doubled from 34 percent in 2012 to 69 percent in 2016. Within the same timeframe, compliance for the tracking of financial resources for gender equality and the empowerment of women increased from 22 percent in 2012 to 50 percent in 2016.

at the country level through the UN-SWAP aligned gender scorecard for UN Country Teams, to be rolled out in 2018. This calls for the highest resource commitment to and investment in UN-Women throughout the strategic plan 2018-2021.

10. The strategic plan 2018-2021 emphasizes the strengthening of UN system-wide coherence and coordination to deliver-as-one, as encouraged by Executive Board decision 2017/1. The strategic plans[1] of UNDP, UNFPA, UNICEF and UN-Women have been designed to respond to the Agenda 2030, to improve the delivery of results for the achievement of the SDGs. UN-Women's programmatic agenda is anticipating growing collaboration with UN partners, as UN-Women strengthens its capacity to convene gender joint programmes.

11. The strategic plan 2018-2021 and draft institutional budget (IB) 2018-2019 align with the new QCPR, which recognizes the critical role of high-quality RR to ensure strategic integrity, effectiveness and efficiency. It also recognizes the need to mobilize multiple funding sources, deepen partnerships with other relevant stakeholders, and explore innovative funding approaches to catalyse additional resources. It supports joint resource mobilization, highlighting the need for integrated funding approaches at the country level. The strategic plan is a tool that supports the alignment of UN-Women's finances with its priorities and objectives.

12. In line with the QCPR, UN-Women prioritizes timely, predictable and flexible sources of funding, fully aligned with its strategic plan. RR represent the highest quality resources. Flexible sources of funding enable UN-Women to be strategic, consistent, collaborative and responsive in resource allocations. They are critical to leverage earmarked funds at the project level and other types of tied funds, and ensure that other resources that are more restrictive in nature do not impose increased transaction costs on the Entity (and indirectly on Member States and other funding partners).

II. Follow-up on the 2016 Structured Dialogue on Financing

13. In its 2016 SDF (UNW/2016/8), UN-Women presented an overview of the Entity's funding sources, an analysis of its existing funding gaps and discussed the programme development, management and financing strategies required to fully implement its strategic plan 2014-2017. Notably, the 2016 report identified:

- Growing financing is the foremost challenge facing UN-Women;
- Two emerging portfolio development trends to closely monitor and manage: a rapid growth of UN-Women's portfolio for women's engagement in peace, security and humanitarian action and the decline in expenditure in the area of women's leadership and participation.

[1] The respective strategic plans will include common outcome indicators, drawing upon indicators for SDG targets, to track coordinated action while maintaining individual accountabilities through agency-specific outputs and output indicators. The four entities are committed to stronger linkages between results and resources in integrated results and resources frameworks and strengthened and further harmonized results-based management, including reporting.

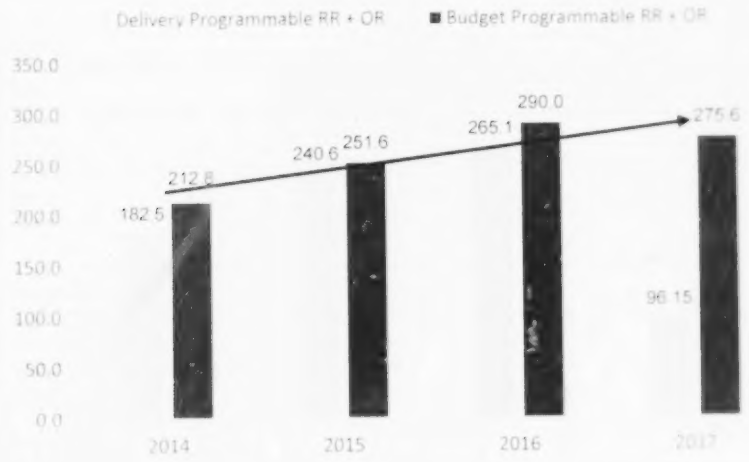
14. In response to the 2016 SDF key findings, UN-Women implemented five mutually reinforcing programme development and management strategies:

- Strengthening programme delivery to ensure that all funds received are delivered and remaining funding tranches are released;
- Accelerating programme development efforts; including through the roll out of its Flagship Programme Initiatives (FPIs) as a new programming modality, that leverages UN-Women's triple mandate, to gradually shift programme development efforts towards multi-stakeholder transformative initiatives, while aligning operations and coordination;
- Strengthening pipeline focus;
- Ensuring balanced portfolio growth; and
- Organizing donor round tables.

Strengthened programme delivery

15. A key achievement of UN-Women has been its ability to rapidly increase its programme delivery rate since its inception (see Figure 1). Notably, its programme delivery increased by 45 percent from 2014 to 2016. This growth reflects UN-Women's strengthened capacity to deliver resources secured from donor partners[1] on time, on scope and on budget (see Figure 1).

Figure I: UN-Women's strengthened delivery rate (RR programmable and OR)



16. UN-Women's 2018-2019 IB estimates allocate $372.1 million annually to UN-Women's development results. Should the Entity's capacity to deliver continue to

[1] As compared to the same time in 2016, UN-Women's delivery rate is 6 percent higher in 2017, at 24 percent compared to 18 percent the previous year.

grow along this realistically ambitious trajectory, it would be well placed to deliver the levels of funding envisioned in the draft IB.

Accelerated programme development efforts

17. Based on an analysis of its draft 2017 Annual Work Plans (AWPs) prepared in June 2016, UN-Women's 2016 SDF report concluded that the Entity could face a significant OR funding gap[5] of $285 million in 2017 against $96 million in 2015 and $143 million in 2016. To address this significant risk, UN-Women led a proactive reprioritization exercise. Catalytic use of programmable RR brought UN-Women's OR funding gap down from an anticipated $285 million to an actual $111 million in 2017, in line with OR funding gap levels from 2014 and 2015 (see Table I).

18. To achieve this, UN-Women requested regional and country offices to further prioritize their 2017 AWPs in October 2016, resulting in a 11 percent reduction in the OR funding gap.

19. Programmable RR are increasingly used to analyze and prioritize development interventions with stakeholders; build partnerships for change; formulate programming initiatives aligned with the strategic plan and national goals; and cost share programme activities. These seed investments enabled UN-Women to achieve an overall 1 to 3.3 leveraging ratio[6]. This is a high leveraging ratio for a comparatively new Entity, whose work is heavily focused on policy change rather than service delivery.

Table I. Overview of UN-Women funding requirements and funding gap

Global requirements (HQ & field) in US$ million	2014	2015	2016	2017 Provisional	2017 Actual YTD
(a) Total programme funding requirement (OR + RR programmable)	315.00	351.25	448.75	463.75	417.91
(b) Total programme funding available (OR + RR programmable available)	201.80	239.20	269.22	-	280.68
(c) Total funding gap (OR + RR programmable) = (a) - (b)	113.20	112.10	179.53	-	137.23
(d) Total OR funding gap	105.00	96.00	143.98	285.00	111.84
(e) Total RR programmable funding gap	8.20	16.10	35.55		25.39

[5] The annual "funding gap" is the amount of funds needed that is not already covered by pledges or signed grants at the start of the year.

[6] The leveraging ratio is calculated as RR programmable allocation to OR mobilized. In 2016, UN-Women leveraged $64 million in RR programmable to mobilize $178 million in OR.

20. UN-Women's efforts to further focus its 2017 work programme led to a continued decrease in the number of overall programme outputs and outcomes, which reflects an improved programming focus (see Table II).

Table II. Programme level outcomes and outputs

UN-Women programme outcomes and outputs	2014	2015	2016	2017 Provisional	2017 Actual
# of programme level outcomes	985	797	761	571	534
# of programme level outputs	2,872	2,376	2,208	1,930	1,845

Strengthened pipeline development efforts

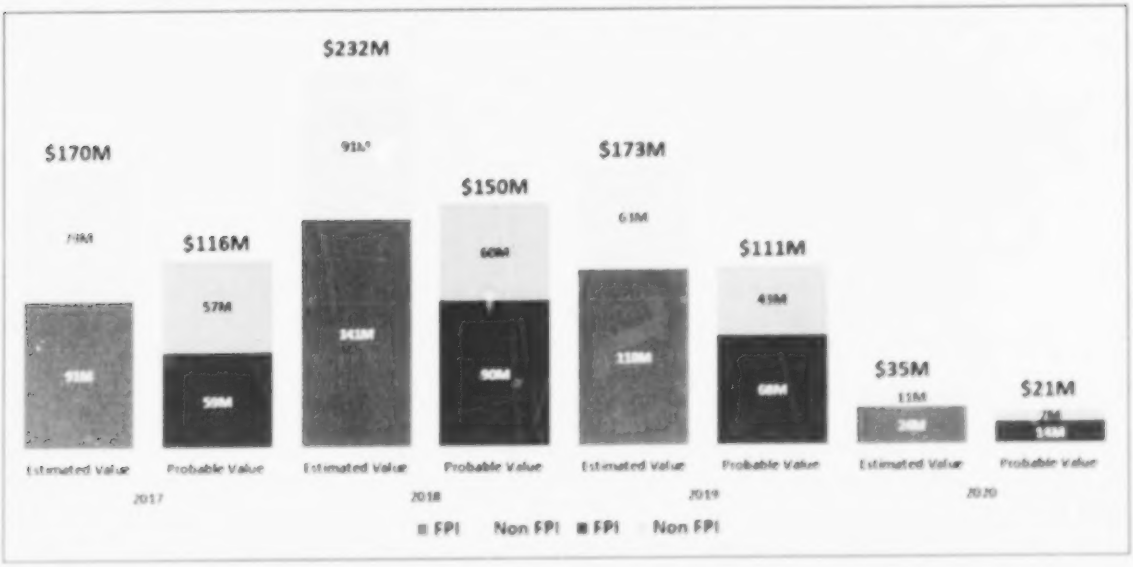
21. UN-Women continued to develop its operational systems, most notably its Results Management System (RMS), and pipeline management system (LEADS) over the past 12 months. LEADS was launched in 2016 to meet UN-Women's need for a multi-year pipeline management system to support its programming shift from a large number of small duration projects to a small number of larger, multi-stakeholder and multi-year transformative initiatives. LEADS tracks project proposals from concept (i.e. the drafting stage) to funding (i.e. securing a signed funding contract) to enable UN-Women staff to right-size their pipeline development efforts in line with the strategic plan.

22. UN-Women conducted staff training on multi-year pipeline planning, programme formulation and implementation to facilitate the roll-out of the new LEADS system in 2016. Given that this is the first year that UN-Women is using LEADS, the Entity developed an algorithm to discount the expected pipeline revenues in a consistent manner across the organization. Each 'lead' is assigned a probability of success to provide a weighted total (or probable value) of projected revenue for each outcome area. UN-Women will increasingly use LEADS data to project future demand and available funding in each of its outcome areas and assess potential gaps. UN-Women will continue to invest in staff capacity development to manage multi-year project development and management and will revise its discounting algorithm to strengthen the accuracy of its corporate needs and gaps projections.

23. UN-Women's draft IB 2018-2019 sets a target of $880 million for the biennium, comprised of $400 million in RR and $480 million in OR. Based on data available in LEADS as of June 2017 UN-Women has a pipeline with an estimated value of $405 million (or a likely probability of a weighted value of $261 million) for the biennium 2018-2019 (see Figure II, which presents LEADS estimates versus probable values). Combined with expected receivables for 2018 and 2019 (i.e. tranches of payments released in 2018, but secured in prior years), the present pipeline should, in principle, be adequate to meet UN-Women's resource mobilization targets as set in the draft 2018-2019 IB. However, given the likelihood that a significant proportion of this pipeline will not materialize, UN-Women estimates that the pipeline will need to grow by at least a third over the next 12 months to enable the Entity to meet its draft 2018-2019 IB targets[7]. The pipeline growth rate experienced over the past 12 months would indicate that this objective is achievable.

[7] The algorithm currently discounts the pipeline by about a third. This is a very preliminary estimate given the difficulty for UN-Women to calibrate it in the absence of historical data.

Figure II: Estimated available OR pipeline funding (LEADS, by year)



Impact of the FPIs on pipeline development efforts

24. In line with the meta-analysis of evaluations managed by UN-Women in 2014 (UNW/2015/CRP.12) and as recalled by UN-Women's briefing on the strategic plan, 2014–2017, including its FPIs (UNW/2016/CRP.2), UN-Women has committed to use its FPIs to grow joint programming, focus results and drive resource mobilization efforts. The FPIs are underlined by theories of change to systematically identify and address the key structural barriers to gender equality and women's empowerment, to facilitate coalition building around a shared vision for change, and to better monitor, evaluate and report on results achieved. By 2017, UN-Women had consolidated the bulk of its programming into 12 FPIs, which are delivered jointly with other UN agencies and development partners.

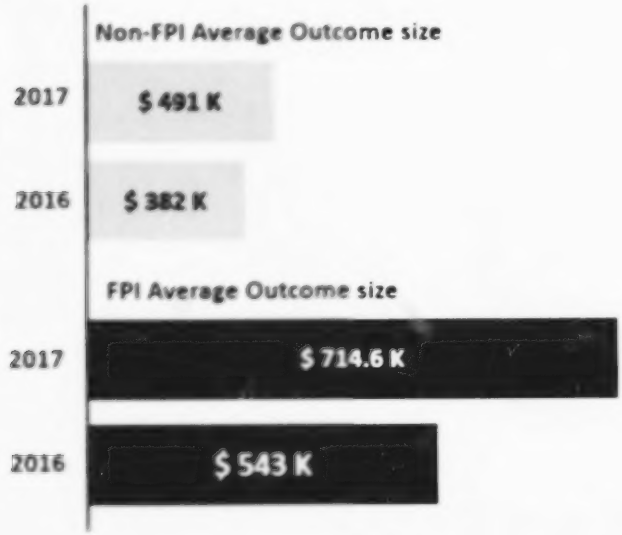
25. UN-Women's gradual roll out of the FPIs contributed to pipeline development efforts. Following their launch in January 2016, 38 percent of field offices immediately aligned their AWPs to the FPIs (UNW/2017/2). Indicative figures show that FPIs now account for about 60 percent of UN-Women's present portfolio for 2018–2019 (see Figure II above).[7]

26. The 2016 SDF report found that the rapid take-up of the FPIs by UN-Women country offices was increasing the average amount budgeted under UN-Women's outcomes. In 2016, the average size of FPI outcomes were over 40 percent larger than the average size of non-FPI outcomes. In 2017, this trend was confirmed as the average size of FPI outcomes continue to outweigh that of non-FPI outcomes ($741,600 versus $491,000). On average, FPI outcomes are 51 percent larger than non-FPI outcomes. This positive trend demonstrates the effectiveness of the FPIs as

[7] Figures represent data in UN-Women's LEADS system as of 28 June 2017.

a programming instrument to focus and deepen UN-Women's programming and reduce transaction costs (see Figure III).

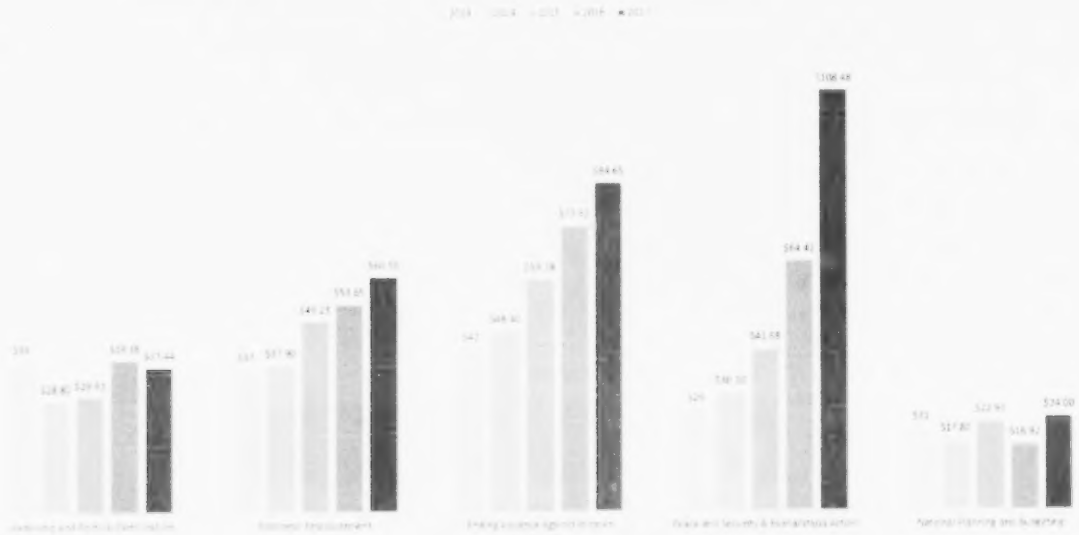
Figure III: 2017 average size of UN-Women outcomes (FPI vs non-FPI)



Balanced portfolio growth

27. The 2016 SDF report recommended that UN-Women closely monitor and address two emerging trends: a flattening in demand in the area of women's leadership and participation and gender-responsive budgeting and the rapid growth of the Entity's portfolio in the areas of women, peace, security and humanitarian action. In the period from 2016-2017, demand for the former decreased by 4 percent, whereas demand for the latter increased by 41 percent (see Figure IV).

Figure IV: UN-Women's portfolio growth (by outcome area)[9]



28. As mentioned in the theory of change underlying the 2018-2021 strategic plan, UN-Women believes that the outcome area on "women lead, participate in and benefit equally from governance systems" is critical to achieve its mandate[10]. Work in this area – women's political participation to foster gender-responsive legislation; data collection and analysis for evidence-based legislation; gender-responsive finance and justice to implement and enforce legislation – is a key enabler for UN-Women's efforts across all other thematic areas. Thus, the entire 2018-2021 strategic plan would be negatively impacted should this flattening trend not be addressed.

29. Similarly, although UN-Women is pleased to note the high levels of demand for its work on women, peace, security and humanitarian action, the Entity recognizes that the capacity of its offices must be developed to absorb and efficiently manage the increased volume of programming.

30. UN-Women's work in the areas of economic empowerment and the elimination of violence against women has continued to demonstrate a strong and steady growth, which is projected to continue over the duration of the strategic plan 2018-2021.

31. Over the past 12 months, UN-Women made significant investments to proactively address these trends and promote balanced growth across its programmatic portfolio. In part, these investments were made possible given the

[9] In this figure, 2017 data are based on 2017 AWPs, while previous years are based on actual expenditure.

[10] For its new strategic plan, UN-Women has consolidated two impact areas from the strategic plan 2014-2017 into one: leadership and political participation and national planning and budgeting. These two are now grouped under Outcome 2: women lead, participate in and benefit equally from governance systems for the strategic plan, 2018 -2021. Recommendations for this thematic area of work therefore reflect a consolidated trends analysis of both impact areas.

renewal of UN-Women's Strategic Partnership Framework (SPF) with the government of Sweden. The SPF2[11] provides (thematic) soft-earmarked funds to support work in the areas of political leadership and participation as well as women, peace, security and humanitarian action. UN-Women has leveraged the flexibility provided by SPF funds to optimize its response to these two opposite trends.

32. The SPF2 funds have been used to provide seed funding and short-term staff deployment to country offices to accelerate programming on women's leadership and participation. Given differentiated needs, SPF2 funds were used to provide surge capacity to respond to emergencies and to enable long-term deployments of staff to sustainably strengthen country office capacity in the area of peace, security and humanitarian action. Table 3 summarizes the differentiated strategies used to address the two opposite trends resulting from the flexibility embedded in this agreement through earmarking of OR at the thematic level.

Table III: UN-Women: Differentiated responses to trends in portfolio development

	Women's leadership and participation	**Women, peace, security and humanitarian action**
SPF2 funds as 'seed funding'	Yes	Yes
SPF2 funds in support of short term staff deployments / surge capacity	Yes	Yes (surge)
SPF2 funds in support of long-term staff deployments	No	Yes

33. Preliminary pipeline development results on women's leadership and participation are promising with a pipeline probable value of $82 million for the 2018-2021 strategic plan at this stage.

34. Information on the round-table process is presented in Section IV.

III. UN-Women Revenue Trends

35. The former section described the opportunities and challenges associated with UN-Women's portfolio. This section focuses on UN-Women's resource mobilization trends to date. It first presents UN-Women's revenue environment, before discussing trends in each of its three sources of funding:(i) assessed contributions; (ii) RR contributions from traditional and non-traditional partners; and (iii) OR contributions from traditional and non-traditional partners.

36. Traditional funding partners are Member States, and other UN agencies (mainly through joint programmes). The diversity of non-traditional partners is rapidly growing.

[11] The SPF 2 with the government of Sweden covers the period from 2017-2020

UN-Women's revenue environment

37. While it was anticipated in 2010 that the optimal funding level for the Entity to fully deliver on its composite mandate would be $500 million annually, very few Member States made the necessary adjustments to their funding priorities to reprioritize UN-Women as a new entity and instead used contribution levels to UNIFEM as the baseline for gradual increases. Nevertheless, these increases have made UN-Women the fastest growing entity in the UN system, albeit from a low base.

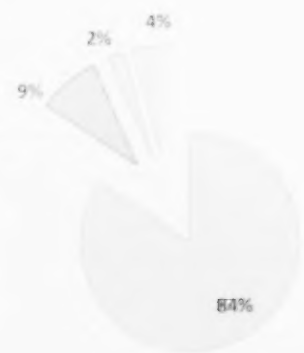
38. During the period of the current strategic plan 2014-2017 important factors affected the Entity's ability to meet its contribution targets. Positive trends included: (i) demonstrated political will of Member States to promote a gender equality agenda, grounded in the realization that gender equality and the empowerment of women and girls will make a crucial contribution to progress across all of the SDGs and targets; (ii) increased recognition of UN-Women's proven ability to leverage the breadth of the UN system for these outcomes; and (iii) UN-Women's progress in delivering measurable programmatic outcomes aligned with global normative priorities.

39. Positive trends were offset in part by the constraints in Member State official development assistance priorities and obligations, including escalated pressures on official development assistance and currency volatility in 2015, as the US dollar appreciated 19 percent against trading partners' currencies between June 2014 and December 2015.

Overall revenue trends

40. UN-Women has enjoyed revenue growth of roughly 9.5 percent per year overall, between 2012 and 2016, with 41 percent total growth between 2012-2016.

Figure V: Proportion of RR and OR contributions per source, 2016



41. Voluntary contributions from Member States represented 84 percent of UN-Women's revenue in 2016, while contributions from UN agencies and joint programmes represent at least 9 percent of UN-Women resources each year. UN-Women also receives 2.27 percent of its overall resources via assessed contributions from the UN regular budget to support, in part, normative intergovernmental processes, and UN system coordination work. Contributions from non-traditional donors (e.g. private sector, foundations, private donors and UN-Women National Committees) doubled from 2 to 4 percent during the period; this pace of growth is expected to be sustained or accelerated.

42. The following paragraphs detail trends by source of funds.

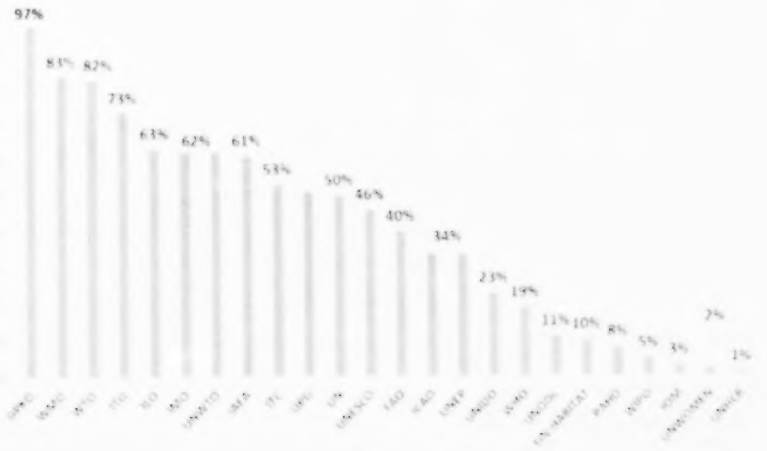
Assessed contributions trends

43. UN-Women receives a small percentage of its overall resources, currently $7.6 million per year, via assessed contributions from the regular budget of the UN to support its mandated functions of support to normative intergovernmental processes and UN system coordination work. For the biennium 2014-2015 and 2016-2017 this share represented about 2 percent of UN-Women's overall budget.

44. As figures VII and VII illustrate, this is a small portion of the overall allocation to UN agencies and programmes. Furthermore, it is the second lowest ratio of assessed contributions to total expenditure among agencies receiving assessed contributions from Member States directly via the UN regular budget.

45. The General Assembly, in its resolution A/RES/70/133, noted with concern that, currently, UN-Women had to draw on voluntary contributions to enable it to carry out its mandate of servicing normative intergovernmental and UN coordination processes. In response, the Secretary-General has proposed a small increase in UN-Women's assessed contribution in the proposed programme budget for the biennium 2018-2019.

Figure VI: Compared ratios of assessed contribution to total expenditure



Regular resources trends

46. RR finance UN-Women's IB and serve as seed money to mobilize OR.

47. UN-Women employs a series of set formulas in the allocation of RR to the various functions of the Entity:

- A portion of UN-Women's RR are used to finance its IB. In 2018-2019, these funds are projected to total $203.8 million.
- UN-Women's remaining RR are distributed as programmable RR, as follows: 80 percent allocated to the field as resources for programming; and the remaining 20 percent allocated to headquarters[12]. As mentioned in the previous section, UN-Women used programmable RR to leverage OR and scale up the impact of the Entity's work. UN-Women's leveraging ratio of programmable RR is about 1 to 3.3.

48. RR are critical to maintain the structural integrity of the Entity and enable it to operate efficiently and effectively. They underpin essential functions related to programme costs, development effectiveness, UN coordination and management activities, including: leadership for the achievement of organizational priorities; operational and human resources management and accountability; knowledge management, strategic planning and performance management; resource mobilization; UN system coordination and complementary support services for intergovernmental processes.

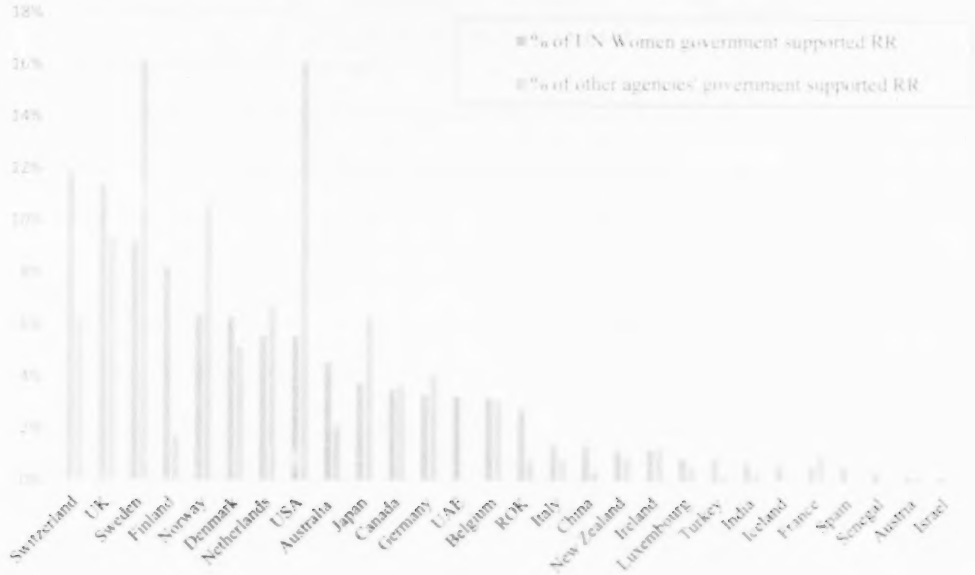
49. UN-Women receives RR support from governments and several non-traditional donors. After 33 percent growth between 2012 and 2014, RR revenues received in the 2014, 2015 and 2016 fiscal years totalled $163.7 million, $136.1 million and $141.7 million respectively (see Figure VII). The portion made available for programmes was $54.8 million in 2014 and $54.2 million in both 2015 and 2016.

Figure VII: UN-Women RR contributions 2012-2016, in millions

[12] This allocation is made in accordance with the decision of the UNDP-UNFPA-UNICEF-UN Women Executive Boards' Consultative Committee at its 44th session in March 2004. The portion allocated to RR programme depends on the total IB and RR available. During the period 2018-2019 RR programmable will be equal to the total amount of RR available minus $ 203.8 million to cover the IB requirements.

50. UN-Women and other UN agencies saw a reduction in RR contributions in 2015. In 2016, RR growth resumed: 46 Member States deepened their support, with nine countries more than doubling their contributions to the organization. However, the pace of RR growth remains the slowest of all revenue sources, except for assessed contributions, which remained stable over the period.

Figure VIII: Proportion of Government RR contribution to the Entity's total RR government revenue in 2016



51. It is worth noting that compared to Member States' support to other agencies, UN-Women experiences significant outliers with regard to support to RR (see Figure VIII). Several Member States have prioritized investments to UN-Women through RR funding or flexible OR support, but some of the main contributors of RR to UN sister agencies are providing much lower shares of RR contributions to UN-Women, a factor currently impeding the RR growth trajectory of the Entity. Interestingly, for the concerned Member States, given the small size of UN-Women's budget compared to other agencies, bridging this gap would not require significant incremental increases.

52. While UN-Women has experienced growth in RR contributions from both public and private actors, the pace of growth has been slower than for OR. Although UN-Women has proved able to effectively leverage OR from limited RR contributions (see paragraph 48), OR cannot substitute for RR to enable UN-Women to deliver its composite mandate.

53. The political will remains clear to support the Entity's capacity. Several donors have informally signalled interest in expanding RR support to UN-Women, possibly up to a doubling of RR contributions. Furthermore, a recent track record of success in engaging non-OECD Development Assistance Committee members can be expanded.

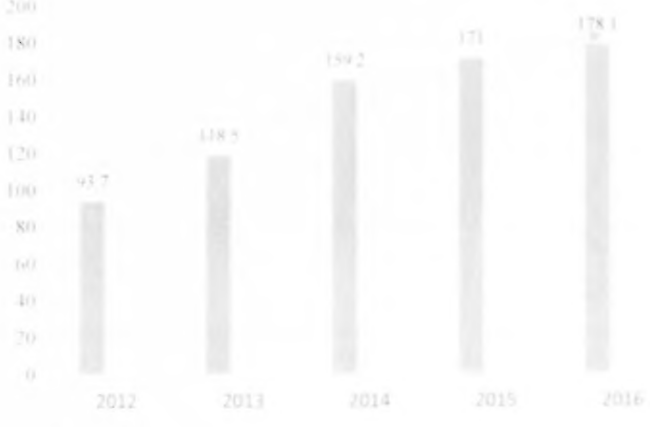
These factors are expected to support the upward growth trajectory for RR revenue anticipated during the period 2017-2019. Nevertheless, incentivizing RR remains UN-Women's top agenda.

Other resources trends

54. The growth of OR has outpaced growth in RR. OR contributions have almost doubled since 2012 (see Figure IX), representing significantly increased impacts for women and girls. This growth has been fuelled by:

- Increased programmatic capacity to manage large scale programmes that are implemented with other agencies and that drive transformative impact.
- Enhancements to UN-Women programmatic systems that improve the quality of proposals, accelerate the pace of programme inception, deliver high-quality and on-time reporting, ensure fraud management, improve value for money, and guarantee clean audit findings.

Figure IX: UN-Women OR contributions 2012-2016, in million



55. The recent trends of annual growth in OR from governments and the European Union and the current healthy increases in hard and soft funding pipelines to the FPIs and other programmes, will drive the anticipated increases in OR revenue during the period 2017-2019.

Private sector trends for RR and OR

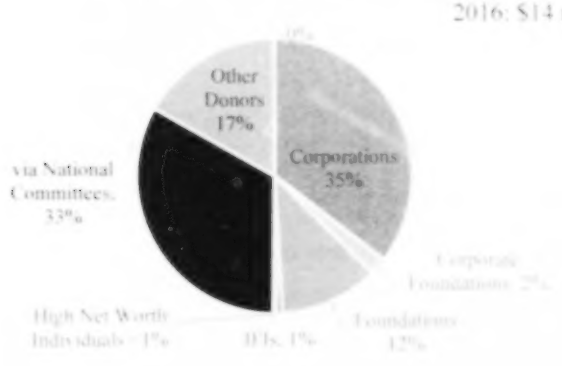
56. Contributions from non-traditional donors, including corporations, foundations, and UN-Women National Committees, represent a small but growing percentage of UN-Women's overall resources. They have doubled in 2016 and represent $14 million.

57. In 2016, at 35 percent, contributions from corporations represented the largest proportion of revenue in this sector, followed by UN-Women National Committees at 33 percent (see Figure XI). The latter includes individual giving, including a growing

pool of giving instigated by direct marketing activities of National Committees, and corporate contributions both solicited by National Committees as well as jointly solicited from global corporations with UN-Women.

58. In early 2017, UN-Women completed an assessment of the fundraising landscape where its National Committees operate as well as other high-growth markets. Based on the assessment, the National Committees' potential to grow individual and corporate giving over the period of the strategic plan 2018-2021 was assessed, and bearing in mind current resource constraints, UN-Women will take a phased approach to prioritize its support to the private sector fundraising efforts of its National Committees. This will include support to the National Committees' monthly giving direct response fundraising programmes (including donor acquisition, retention and value maximization) as well as their corporate giving efforts.

Figure X: 2016 revenue from sources, excluding Member States and UN agencies



IV. Resource Mobilization Strategy

59. The previous section summarized UN-Women's resource mobilization trends. This section present UN-Women's strategy to ensure that the Entity will be able to mobilize the resources required to implement its strategic plan 2018-2021.

60. UN-Women has developed a structured resource mobilization strategy for the 2018-2021 strategic plan period. It is based on the trends analysis presented in Section III, a differentiated revenue segment approach, risk and opportunity analyses per segment, and research in market trends and dynamics to identify potential growth in each segment. Now in its sixth year, UN-Women has developed an in-depth analysis based on previous years to inform its resource mobilization approach.

Segmentation and risk and opportunity analysis

61. UN-Women will engage several categories of donor segments to support the full implementation of its mandate:

i. Member States and public sector including government institutions and multilateral institutions such as the European Union, as well as international finance institutions; United Nations agencies collaborations, joint programmes and pooled funds;

ii. Private sector, including: corporations and corporate foundations;

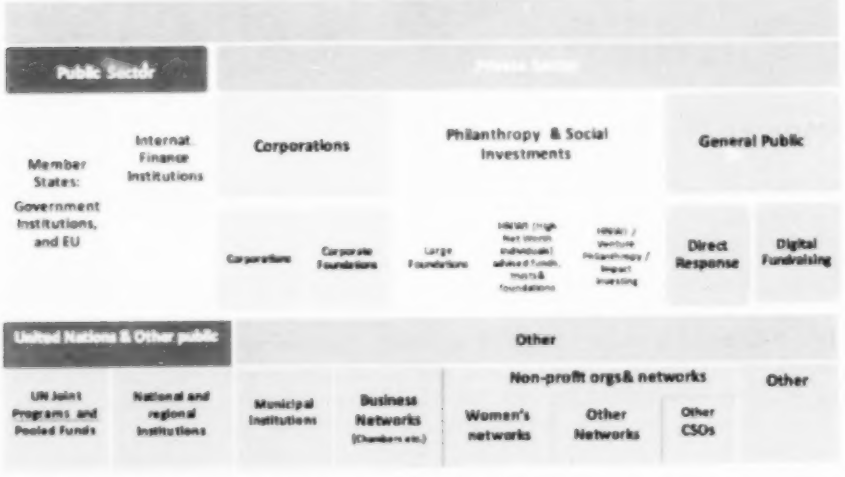
iii. High-net-worth individuals and their advised funds, trusts and foundations, as well as in their capacity of venture philanthropists and impact investors;

iv. The general public through direct giving in response to direct marketing, digital fundraising, including employee giving; and

v. Other donors including major no-profit groups and large cities.

62. The conditions for success and capacity requirements differ from one market segment to another. For example, raising RR from Member States requires different approaches, investments and strategies than securing the support of high-net-worth individuals, or generating revenue through digital fundraising. This was carefully assessed and factored into the analysis underpinning this strategy (see Figure XI).

Figure XI: UN-Women revenue streams and segments

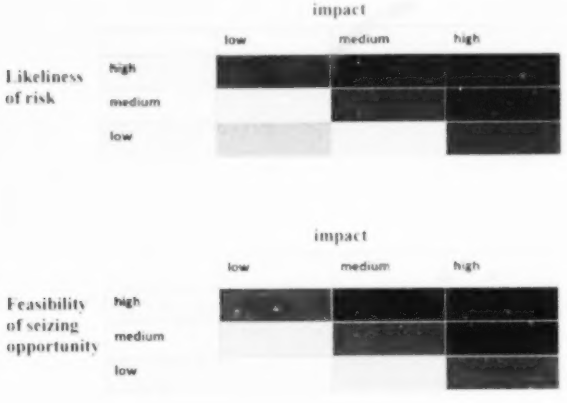


63. In the development of its resource mobilization strategy, UN-Women undertook a bottom-up process of analysis, segment by segment, to identify risks and opportunities and reasonable projections and plans. Examining the potential of each segment to be an effective revenue stream for the organization, it took into consideration the characteristics of the segment, the matching characteristics of UN-Women in relation to this segment, the potential UN-Women may have for accelerated

and lower cost outreach, the specific expertise required for successful engagement, and thus the likely pace of growth and resource mobilization methodologies.

64. A risk and opportunity analysis per segment further informed the process. The objective was to reduce exposure to risk and maximize capacity to build on opportunities. The risk and opportunity review per segment measured impact, likeliness of risk, and feasibility of opportunity (see Figure XII).

Figure XII: Impact, risk, feasibility framework



Prioritization and strategy highlights

65. For the period of its 2018-2021 strategic plan, UN-Women anticipates that the fastest pace of growth per segment will be experienced in through private sector engagement, while most the funding will still be derived from its partnerships with Members States.

66. Weighing risks and opportunities helped prioritize the following segments, among those highlighted in Figure XI, as follows:

- Member States, governments and multilateral (European Union) support remains essential and should see reasonable progress in the coming years. Growth of RR and OR contributions from governments will remain progressive and are essential to the success of the Entity.
- Efforts will be sustained to deliver-as-one, while UN-Women delivery capacity has been strengthened, thus UN joint programmes and pooled funds will experience a faster pace of growth.
- Due to proactive, expanded engagement with the private sector, non-traditional sources of revenue will experience the fastest pace of growth, as UN-Women is well poised to be a partner of choice, assuming it can strengthen efforts to engage corporations and foundations, and initiate engagement with high-net-worth individuals, while building a growing foundation of general public support.

- National Committees will play a growing role, especially in a few countries where growth will come from global corporate or philanthropic partners seeking a favourable giving vehicle, or from progressively scaled up and professionalized individual donor engagement campaigns.
- Other public funding, especially international financial institutions, will continue to be approached as partners, and may be essential partners (see Annex B). However, they are not expected to be a major source of funding for UN-Women.

67. Leveraging synergies between these sub-segments will be essential to the strategy to accelerate the pace of growth and minimize required investments.

68. While each segment has specific risks and opportunities, three overall priority factors of success need to be met to deliver the projection developed below:

- Member States' collective commitment to increase RR contributions
- Adjustments to resource mobilization approaches and investments
- Sustained efforts with programme delivery

69. In brief, while past growth was due to Member States' increased investments, these are expected to be sustained and continue to grow at a reasonable pace matching the average of the last five years, but future growth will also benefit from the diversification of revenue sources, with the fastest pace of growth in private sector revenue.

Developing projections

70. The possible revenue increases from each segment were identified and built into scenarios on the basis of past trends, market potential, the likeliness of risk and the feasibility of seizing the opportunities by adjusting resource mobilization approaches and investment levels. This helped to identify the most reasonable scenario for projections, as presented in Table IV.

Table IV. Projected compound annual growth rate per segment

	RR Government	OR Government	UN Joint Programmes	Corporations	Foundations	High-net-worth Individuals	National Committees and individual Giving
2016-2021	8.45%	9.10%	16%	32%	56% (28% for 2017-2021)	+12M	32%
2016-2019	9%	10.9%	18.5%	34%	100% (41% for 2017-2021)	+5M	34%

71. These projections, developed segment by segment, collectively deliver a 12 percent average annual increase between 2016 and 2021, which is a realistically ambitious target.

72. Funding from public and private sources is therefore expected to meet the demands of the IB in biennium 2018-2019 of $880 million, with overall income projected to increase further to $537 million per year on average for the biennium 2020-2021, including $74 million from the private sector on average annually.

Figure XIII: Comparison of annual target versus actual total resources in 2014-2016 and annual projections for 2018-2021

73. RR and OR contributions from Member States (excluding OR and RR from other sources) are projected to reach $352 million by 2019, the midway point in the strategic plan, and possibly $408 million by 2021. Through joint programmes and pooled funds with the UN system, UN-Women anticipates a conservative annual growth rate of roughly 19 percent from 2017 to 2019 and further expansion to 2021.

74. UN-Women anticipates that by 2019, corporations and corporate foundations will contribute $12 million annually, while large foundations secure $13 million and high-net-worth individuals and small foundations' contributions grow to $5 million, with UN-Women National Committee revenue (combined with direct giving and digital fundraising) increasing to $5 million.

75. To achieve these projections, adjustments must be made to the way UN-Women approaches each segment of income. A lack of investments and adjustments would bring UN-Women towards a worse-case scenario, estimated to yield a five percent increase per year instead of the anticipated 12 percent average annual increase between 2016 and 2021. The critical factors of success to deliver the anticipated growth are presented below.

Public sector engagement: critical factors for success

76. **RR from Member States**. The anticipated adoption of the strategic plan 2018-2021, and thus the alignment on the role of UN-Women and prioritization of gender equality and the empowerment of women in the UN system is a critical factor to support Member States' commitment to collectively increase RR contributions by an annual average of 8.45 percent between 2016 and 2021 and a 9 percent annual average growth between 2017 and 2019. Other critical factors of success include: (i) working closely with Member States to enhance the case for RR investment; (ii) continuing to demonstrate that UN-Women is a strong agency and reliable programme partner; and (iii) enhancing visibility to encourage taxpayer support in donor countries.

77. **OR from governments**. To increase OR government funding (excluding other OR sources) by an average of 9.1 percent annually between 2016 and 2021 and reach $172 million by 2019, UN-Women will ensure that: (i) its FPIs are implemented jointly with other UN agencies and properly marketed and executed including with the sustained engagement of Member States and key partners in the round-table process, which proved effective in 2017[7], and through country and regional engagement with support from host governments; (ii) political support is generated at all levels through dialogue and coordination; (iii) UN-Women continues to be recognized as a reliable programme partner and catalyst of transformational and collective action; (iv) the organization puts in place the right-size capacity and support structures in countries, regions and headquarters; and (v) it secures enhanced visibility of its impact to encourage taxpayer support in donor countries.

78. **Joint programmes**. To increase joint programmes by 16 percent annually on average between 2016 and 2021, and reach $50 million in 2019, UN-Women will continue to support the establishment of effective joint programmes on gender equality. It will do so by supporting strong gender equality assessments and analyses in Common Country Assessments, clear gender equality results in UN Development Assistance Frameworks, and joint results groups on gender equality to address the results. UN-Women will strengthen facilitation roles of regional and country teams and engender political support from donors, governments and other partners locally. As a requirement for this role, UN-Women will look to ensure that it consistently has the capacity to act as a convenor for gender joint programmes to support their development and implementation, and ensure that UN-Women is viewed as a reliable agency and catalytic programme partner with the right capacity and support structure.

79. **Assessed contribution**. For the 2018-2019 biennium, UN-Women is preparing for Fifth Committee deliberations on a small increase of assessed contributions in 2018.

[7] As mentioned in the 2017 Report of the UN-Women Executive Director to the Executive Board, UN donor round tables were held for three FPIs, generating nearly $40 million in firm multi-year pledges. A host of an additional $35 million in soft pledges have been recorded.

Private sector engagement: critical factors for success

80. **Corporations and corporate foundations**. UN-Women has a strong track record of partnering with the private sector. For corporate and corporate foundation contributions to grow from $5 million in 2016 to $12 million in 2019, and possibly expand further, UN-Women will: (i) use accelerated outreach models to help significantly scale up engagement in support of key strategic plan priorities, such as UN-Women's Collective Action Platforms to be launched in 2017; (ii) leverage private sector contributions to help finance capacity for private sector fundraising, thus ensuring that UN-Women has the right-size capacity for outreach and account management; (iii) further pursue recent success with peer-to-peer recruitment at global level; and (iv) implement high-value and high-impact initiatives with corporate partners in full alignment with programme priorities.

81. To engage the power of the business sector beyond the corporate social responsibility or philanthropy office, and to secure financial support and broad programmatic impact, UN-Women is launching several Collective Action Platforms in 2017 and 2018, with a view to mobilize large-scale, sector-wide momentum, and incubate innovative partnerships that leverage private sector expertise and assets[14].

82. **Large foundations**. To increase grants from large foundations from $1.6 million in 2016 to $15 million in 2021, UN-Women will work to scale up successful collaborations, particularly in the context of the FPIs, some of which are already yielding a healthy pipeline for 2018-2019. In addition, the Entity will pursue sustained policy dialogue and engagement with target foundations, both by expanding partnerships with current donors and by bringing new funding partners among the top 20 professionally staffed foundations.

83. **High-net-worth individuals**. At $50,000, revenue in 2016 from high-net-worth individuals, small foundations and trusts represented a very small revenue stream for UN-Women that had not previously been targeted. The Entity intends to grow this area to $5 million by 2019 with further growth onwards through the following strategies: (i) identify and leverage access networks and explore peer-to-peer recruitment; (ii) develop client management systems, outreach capacities and co-creation methodologies; (iii) organize high-profile pledging and recognition opportunities; and (iv) leverage tax deductibility in key markets through its National Committees.

84. **National Committees and individual giving**. To secure growth from $5 million in 2016 to $12 million in 2019 and further growth onwards of revenue from National Committees and individual donors, UN-Women will: (i) support National Committees to professionalize their fundraising; (ii) invest in selected countries demonstrating

[14] In June 2017, UN-Women announced its Collective Action Platform on Norms, Attitudes and Stereotypes with the launch of the #Unstereotype Alliance aiming to rally the advertising and digital media industry worldwide to end stereotypes and promote progressive portrayal in advertising with a view to deliver measurable change by 2020. In September 2017, UN-Women will launch its Collective Action Platform on Innovation and Technology for Women and Girls with the first convening of the Global Innovation Coalition for Change. UN-Women is incubating a third Collective Action Platform on Gender and Investment. See also Annex B "From Funding to Financing" on leveraging financial forces.

high return on investment; and (iii) grow revenue streams through direct marketing and pledge giving campaigns, implemented at global and national level.

85. Innovative financing is expected to become another source of revenue. UN-Women's innovative Buy from Women platform, piloted in Rwanda in 2016, and other initiatives to empower women-owned businesses to be proactively engaged in public procurement are leveraging the public procurement market to strengthen women's economic empowerment. This is a formidable public finance flow to leverage: globally, public procurement accounts range from 10-33 percent of GDP[15]. Women-owned businesses have been largely excluded from this sizable market, with only a 1 percent share, often due to lack of access to information on bids, understanding of procedures and ability to meet requirements.

Fiscal responsibility in addressing risks

86. While these projections have been carefully drawn, projecting revenue for a young and growing organization is more challenging than for long established institutions. To balance this with the need to sustain its financial health, UN-Women opted in the past to take an ambitious approach to target setting while remaining fiscally responsible. UN-Women has contingency planning measures in place as part of implementation, which are practiced by other voluntary funded UN entities. UN-Women allocations are based on expected revenue from donors and when projections are lower than actual contributions, contingency measures are taken, such as freezing vacant posts and reducing non-staff allocations. UN-Women closely monitors revenue trends on a monthly basis to ensure that allocations remain commensurate with available resources.

From Funding to Financing

87. UN-Women's resource mobilization strategy, described above, focuses on mobilizing supplementary contributions to meet UN-Women's IB targets. The next stages on the path to a full-fledged longer-term financing strategy are blended finance (combining resources with capital assistance) and leveraging broad finance flows. Annex B presents the status of preliminary explorations of this complementary resource mobilization agenda.

V. Conclusions

88. In 2016 the Executive Board in its decision 2016/4 on the SDF recognized that "the demand for UN-Women's support is substantial and that UN-Women's support functions have increased." UN-Women's normative and coordination work, whether at the intergovernmental and UN system level or via in-country programmes, and its programmatic performance, remains dependent on its ability to increase and sustain RR contributions and increase high-quality OR funding.

89. In response to the 2016 SDF report (UNW/2016/8), UN-Women implemented strategies that have effectively: (i) increased programme delivery; (ii) strengthened its 2017 work plan and catalytically used programmable RR to reduce the OR funding

[15] Per the Peterson Institute for International Economics. See: https://piie.com/blogs/realtime-economic-issues-watch/how-large-public-procurement-developing-countries

gap from an anticipated $285 million to an actual $111 million in 2017; (iii) accelerated pipeline development efforts, including through the continued roll-out of FPIs; (iv) used soft earmarking at the thematic level to ensure balanced portfolio growth, including by providing seed funding, short-term staff deployment and surge capacity to respond to emergencies and enable long-term deployments to strengthen country office capacity; and (v) piloted a new fund mobilization mechanism for programmatic approaches.

90. UN-Women revised its resource mobilization strategy to support the full implementation of its strategic plan 2018-2021. The Entity anticipates delivery of an average 12 percent annual growth in revenues, mostly fuelled by proactive engagement with new or under-tapped markets in the private sector (e.g. foundations, high-net-worth individuals, National Committees and general support from the public, and sustained growth in business contributions) as well as growth in joint programming with UN system partners. Member States remain the primary source of support to UN-Women. A sustained but not accelerated annual overall growth of 8.75 percent of Member State RR and OR contributions is expected (9 percent in 2017-2019).

91. UN-Women is encouraging government partners to engage proactively in a collective effort to deliver, at minimum, a 9 percent annual increase in RR and OR funding in support for gender equality and women's empowerment, especially in light of UN-Women's small budget, which means that only incremental, small increases are required. Member States are also invited to support the funding of pooled financing mechanisms and provide timely, flexible and high-quality OR fully aligned with the Entity's strategic priorities.

92. UN-Women seeks the support of the Executive Board and Member States to expand RR contributions as RR represent the highest quality funding, which supports the implementation of the full range of outcomes in the strategic plan and are vital for the delivery of UN-Women's triple mandate. RR provides UN-Women the institutional capacity to plan ahead and be responsive and strategic; strengthen oversight and accountability; advance UN system coherence and coordination; and leverage OR to provide predictable financing for gender equality and women's empowerment.

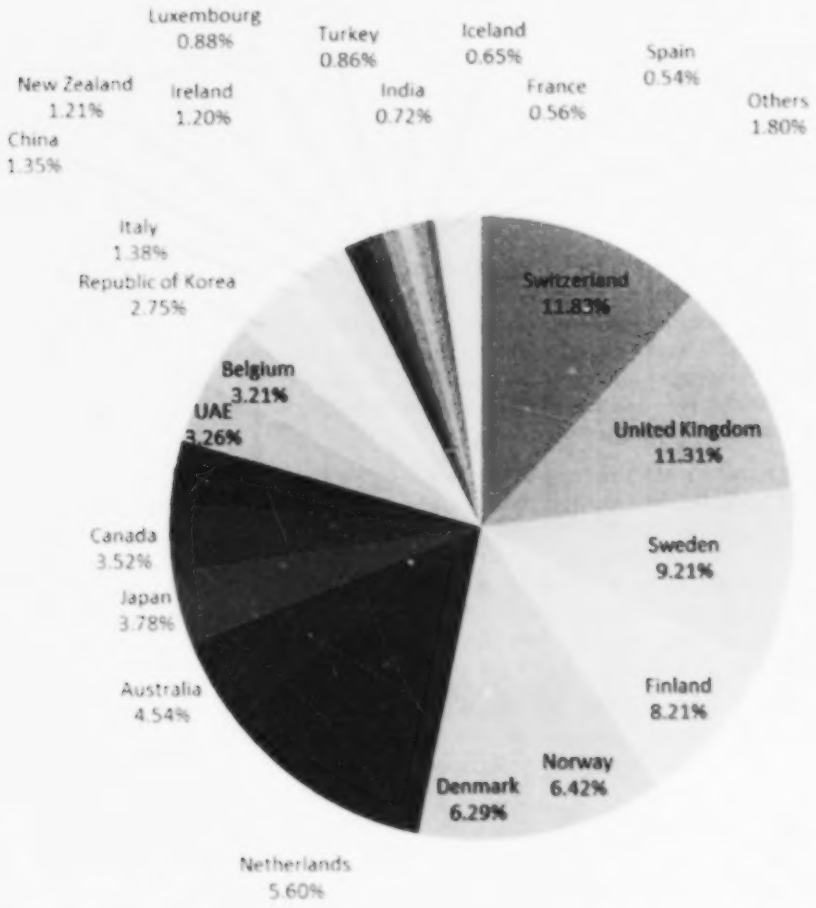
93. Considering the very limited assessed contributions currently allocated for its normative support and UN system coordination mandates, Member States are encouraged to support the requested increase in assessed contributions for 2018-2019.

94. Finally, Member States can help reduce transaction costs and inefficiencies through the harmonization of rules and procedures in order to reduce the number of donor specific agreements, which lead to higher transaction costs and lost efficiencies, and support simplified and harmonized multi-donor reporting.

95. UN-Women values the SDF process, and the opportunity it offers for strategic alignment to ensure the implementation of the 2018-2021 strategic plan, and in allowing UN-Women to play a central role in support of the full, effective and accelerated implementation of the Beijing Declaration and Platform for Action and the gender-responsive implementation of Agenda 2030.

Annex A

Distribution of RR contributions to UN-Women from Governments in 2016



Annex B:

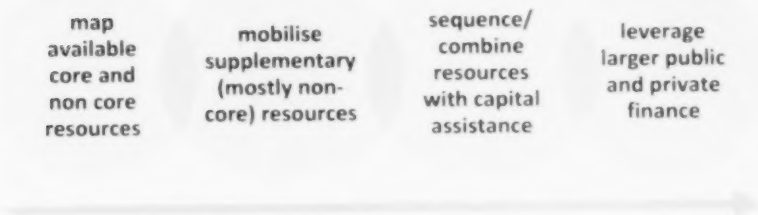
From Funding to Financing

1. Per the 2016 SDF report, UN-Women has adopted a three step maturation model that frames its ability to engage in a structured dialogue on financing. At the third stage an organization can move away from only looking at one source of 'funding' (typically grants from donors, which could be governments, foundations, and the private sector) towards multiple sources of financing (e.g. innovative financing sources) and leveraging the right mix of financing instruments to deliver on its strategic plan priorities.

2. For the biennium 2015-2016, the Entity transitioned to Stage 2 of its maturation model with UN-Women investing heavily in strengthening and focusing its programming to best leverage its composite mandate in an integrated manner and support the translation of normative commitments into results at the country and regional levels. As it enters the 2018-2019 biennium, UN-Women is deepening its reflection on paths to Stage 3.

3. This reflection is being done in alignment with the UN Development Group guidance on the path from Funding to Financing (F2F), and the journey illustrated in Figure I.

Figure I: The Funding to Financing (F2F) challenge[16]


map available core and non core resources
mobilise supplementary (mostly non-core) resources
sequence/ combine resources with capital assistance
leverage larger public and private finance

4. UN-Women's resource mobilization strategy described in Section IV focuses on mobilizing supplementary contributions to meet UN-Women's IB targets. The next stages on the path to a full-fledged financing strategy are *blended finance* (combining resources with capital assistance) and *leveraging* broad finance flows.

5. *Blended finance* approaches may be explored, in partnership with private and public finance partners, in the context of projects where the issue of access to finance for women is essential, such as support to women in climate-smart agriculture or for the empowerment of women entrepreneurs. In most cases these may be a financing

[16] Adapted from UNDG Funding to Financing UNDAF Companion Guidance. See https://undg.org/document/funding-to-financing-undaf-companion-guidance/

but not a funding strategy: in other words, these funds would not be channeled through UN-Women, but would be decisive in delivering outcomes. Partnerships with International Finance Institutions as well as the finance sector would be essential in this endeavor.

6. Beyond blended finance, *innovative financing* initiatives will be explored. Among these, a collaboration with private finance, including wealth management partners, will help develop impact investment instruments whose proceeds may benefit gender initiatives including those of UN-Women. This is one of the objectives of the UN-Women Collective Action Platform on Gender and Investment and the related outreach with the private finance industry.

7. A primary objective of the Collective Action Platform on Gender and Investment will *leverage* the power of the asset and private wealth management industry, and specifically the growth in women investors, to mainstream gender-lens investment and incentivise the private sector to accelerate the implementation of the Women's Empowerment Principles in the workplace, supply chain and overall value-chain. By leveraging the power of private finance and the need of investors to seek data for investment selections, UN-Women hopes to drive accelerated transparency in gender diversity reporting and overall progress, incentivised by investors, while promoting impact investments in support of women and girls.

8. With regards to leveraging large public finance flows for gender equality, UN-Women pioneered gender-responsive planning and budgeting. Gender analyses of government budgets are crucial for improved targeting, and lead to increased allocations of public funding to priority interventions for women and girls. Within the first year of the 2030 Agenda, UN-Women had already supported more than 80 governments in making gender equality a central focus of plans and budgets aimed at implementing SDGs.